



King County

ABT Program

Report to Government Accountability and
Oversight Committee

King County Auditor's Office

Capital Projects Oversight

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Today's Presentation

- Review changes in scope, schedule, and budget
- Provide oversight perspective on current ABT Program risks
- Highlight key factors needed for success
- Present new recommendations
- Describe current oversight focus



Revised ABT Scope

- Finance system scope increases
 - Cash management
 - Capacity charge
 - Side system integration
 - Project data conversion
- Payroll system scope reduction
 - Some reduced automation



Revised ABT Schedule

- Finance – January 2012
 - Delay of one year
- Payroll – January 2012 for all employees
 - Delay of one-year for Group 1
 - Delay of six-months for Group 2
 - No change for Group 3
- Budget – February 2012
 - Acceleration of one month
- Perf Mgmnt - September 2012
 - Acceleration of three months



Revised ABT Budget

ABT Budget	Appropriations	Forecast at Completion Jan 2011	Budget Surplus (Shortfall)
Planning	\$9.0	\$8.7	\$0.3
Implementation	\$64.7	\$65.0	(\$0.3)
Contingency	\$12.9	\$10.5	\$2.4
TOTAL	\$86.6	\$84.2	\$2.4

\$ in millions



Increase in Overall Risk Profile

- Schedules are tight, with little room for slippage
- “Big bang” schedule for payroll system
- Payroll and finance systems will go live on the same day
- Budget system just two months later
- Most of remaining contingency fund will be used
- Costs remain uncertain until contract amendment is executed



Emphasis on Accountability

- Governance monitoring and reviews have been enhanced
 - ABT Management Team expanded
 - More frequent and more detailed monitoring
- Improved accountability
 - Additional demand on resources
 - Approvals can take longer than expected, but strong commitment to minimize impact on schedule



ABT Program Risk 1

Performance to Project Schedules

- Schedules are tight, with little room for slippage
- Missing project milestones may put go live dates at risk
- Success requires close monitoring and prompt corrective action
- More frequent and more detailed monitoring efforts both within ABT and by the ABT Management Team are now underway



ABT Program Risk 2

Agency Participation and Readiness

- Inadequate participation and readiness may impact quality of ABT systems and delay implementation
- New schedule and recent budget cuts present further challenges
- Success requires continued communication and support from ABT and setting clear expectations for agencies
- ABT is continuing outreach and communication efforts
- ABT is making resources available to agencies from the ABT contingency budget



ABT Program Risk 3

Fully-staffed, qualified project teams

- Staff turnover in key positions could present significant challenges to staying on schedule
- Success requires keeping project teams fully staffed
- ABT has effectively employed a mitigation strategy of hiring contractors to fill positions when needed
- ABT recently hired full-time HR staff to help with recruitment and retention activities and other personnel matters



New Recommendations

- Execute contract amendment for finance project
 - Necessary for accountability to new scope, schedule, and budget
 - Until then, some uncertainty exists
- Augment existing staffing plan with recruitment and retention strategies
 - Necessary to keep project teams fully staffed with required skills



CPO Oversight Focus

- Review new project schedules, cost estimates
 - Have lessons learned been applied?
 - Does the work breakdown structure support the cost estimates?
- Monitor impacts on benefits realization
 - To what extent do delays and scope reductions decrease benefits?
- Continue to coordinate oversight activities
 - Project Review Board
 - ABT quality management consultant



ABT Program Oversight

The King County Auditor's Office sincerely appreciates the cooperation received from the ABT Program management and staff.